

SIXTY-SEVENTH ANNUAL REPORT
OF
THE TRUSTEES
OF THE
MASSACHUSETTS
SCHOOL FOR THE FEEBLE-MINDED
AT WALTHAM,
FOR THE
YEAR ENDING NOVEMBER 30, 1914.



BOSTON:
WRIGHT & POTTER PRINTING CO., STATE PRINTERS,
32 DERNE STREET.
1915.



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TRUSTEES FOR 1914-1915.

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Vice-President.

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Treasurer.

CLARENCE B. HUMPHREYS.

Secretary.

CHARLES E. WARE.

Auditor.

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FREDERICK H. NASH,	WESTON.
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JOSEPH B. WARNER,	BOSTON.
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GOVERNOR, LIEUTENANT-GOVERNOR, SECRETARY OF STATE,
PRESIDENT OF THE SENATE, SPEAKER OF THE HOUSE,
CHAPLAINS OF BOTH HOUSES,

AND MEMBERS OF THE GENERAL COURT.

OFFICERS FOR 1914-1915.

Superintendent.

WALTER E. FERNALD, M.D.

Assistant Physicians.

FREDERIC J. RUSSELL, M.D.	ANNA M. WALLACE, M.D.
JONATHAN H. RANNEY, M.D.	EDITH E. WOODILL, M.D.

Dentist.

ERNEST W. GATES, D.M.D.

Matron.

MISS AUGUSTA DAMRELL.

Teachers.

MISS LOIS CONGDON.	MISS ISABEL I. KILDOO.
MISS ALICE HUNTER.	MISS LILLIAN TINKHAM.
MISS MARION KIDDER.	

Director of Physical Training.

MISS CLARA B. ELLIS.

Sloyd Teacher.

MISS SIGRID WAHLBERG.

Teacher of Domestic Training.

MISS MARION L. HEGARTY.

Music Teacher.

MISS REBEKAH N. WARREN.

Handwork Teachers.

MISS LUISE NILSSON.	MISS BESSIE CHISHOLM.
MISS CHARLOTTE HILL.	

Training Teachers.

MISS CLAIRE PATTERSON.	MISS ELMA VON IDERSTEIN.
MISS MILDRED CARPENTER.	MISS DORIS PACKARD.

Instructors in Manual and Physical Training.

MR. OSCAR DUNCAN.	MR. ARCHIBALD CROWELL.
MR. GUY BENT.	MR. HERBERT ALLEN.
MR. ARTEMAS McQUARRIE.	MR. CARL LEONARD.
MR. JAMES STEELE.	

Bookkeeper.

MISS ELLEN BYWATER.

Assistant Bookkeeper.

MISS ALICE BAILEY.

Stenographers.

MRS. MARY MOLONY.	MISS MARY C. CASSIDY.
MISS MARY E. BRADY.	

Dietitian.

MISS ADDIE M. WILDER.

Storekeepers.

MISS WILHELMINA MacDONALD.	MR. FRED EISNOR.
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Matrons at Waltham.

FARM HOUSE,	MISS SARAH McDOUGALL.
BOYS' DORMITORY,	MRS. JESSIE PALMER.
WEST BUILDING,	MISS MILDRED HELMS.
NORTHWEST BUILDING,	MISS MARGARET MEEHAN.
NORTH-NORTHWEST BUILDING,	MISS ANNE McDONALD.
GIRLS' DORMITORY,	MISS SARAH LAVERS.
NORTH BUILDING,	MISS MARGARET McINTOSH.
EAST BUILDING,	MISS KATHARINE O'LOUGHLIN.
BOYS' HOME,	MISS SARAH SMITH.
GIRLS' HOME,	MISS FLORENCE MACNEILL.
HOSPITAL,	MISS AMANDA KITCHEN.
INFIRMARY,	MISS HARRIET LAVERS.

Matrons at Templeton Colony.

MRS. LAVINIA DONNELL.	MISS ELIZABETH H. BARNES.
MRS. SYLVIA MacKENZIE.	MRS. KATHERINE LAUGHTON.

Supervisors at Templeton Colony.

MR. JOHN J. DONNELL.	MR. WELLINGTON HANSEL.
MR. ROBERT BROWNELL.	MR. CECIL LAUGHTON.

MEMBERS OF THE CORPORATION.

Charles Francis Adams, 2d, Concord.	Arthur Lyman, Waltham.
Mrs. Esther M. Andrews, Brookline.	Andrew Marshall, Tewksbury.
Dr. F. W. Anthony, Haverhill.	Frederick Goddard May, Boston.
Francis J. Barnes, M.D., Cambridge.	E. P. Miller, M.D., Fitchburg.
Miss Mary Bartol, Lancaster.	Mrs. Emily M. Morison, Boston.
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Mrs. Luann L. Brackett, Newton H'nds.	Mrs. Elizabeth D. Nash, Greenfield.
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Rev. Timothy Brosnahan, Waltham.	Mrs. Mabel Osgood, Rockland.
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Philip Cabot, Boston.	Herbert Parker, Lancaster.
Thomas N. Carver, Cambridge.	Mrs. Anna May Peabody, Boston.
Theodore Chamberlain, M.D., Concord.	Rev. Francis G. Peabody, Cambridge.
Walter Channing, M.D., Brookline.	Frederick W. Peabody, Boston.
Eliot C. Clarke, Boston.	Mrs. Elizabeth B. Perkins, Boston.
Charles R. Codman, Boston.	James J. Putnam, M.D., Boston.
Mrs. Elizabeth E. Coolidge, Boston.	Mrs. Laura E. Richards, Gardiner, Me.
Owen Copp, M.D., Philadelphia.	Richard M. Saltonstall, Boston.
Elbridge G. Cutler, M.D., Boston.	Franklin B. Sanborn, Concord.
Mrs. Alice T. Damrell, Boston.	Charles S. Sargent, Brookline.
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Thomas W. Davis, Belmont.	Mrs. Ruth G. Sessions, Northampton.
Francis H. Dewey, Worcester.	Fred'k C. Shattuck, M.D., Boston.
J. E. Donovan, Greenfield.	George B. Shattuck, M.D., Boston.
William A. Dunn, M.D., Boston.	Benj. F. Spinney, Lynn.
Rev. C. R. Eliot, Boston.	Henry R. Stedman, M.D., Brookline.
Edw. W. Emerson, M.D., Concord.	Mrs. Mabel W. Stedman, Brookline.
William Endicott, Jr., Boston.	Mrs. Elizabeth Stone, Waltham.
Walter E. Fernald, M.D., Waltham.	Mrs. Helen G. Swan, Brookline.
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Rev. C. E. Harrington, Holliston.	Miss Mary Lee Ware, Boston.
Charles S. Hamlin, Boston.	Joseph B. Warner, Boston.
Mrs. Huybertie Pruyn Hamlin, Boston.	George A. Washburn, Taunton.
Augustus Hemenway, Boston.	C. Minot Weld, Boston.
Mrs. Helen P. Hoar, Concord.	Stephen M. Weld, Dedham.
Miss Abby P. Hosmer, Concord.	F. G. Wheatley, M.D., N. Abington.
Clarence B. Humphreys, Boston.	Mrs. Nellie J. Wheatley, N. Abington.
Thomas L. Livermore, Boston.	Mrs. Edith Prescott Wolcott, Boston.
Mrs. Margaret C. Loring, Brookline.	Henry A. Wood, M. D., Waltham.
Alexander W. Longfellow, Boston.	Miss Caroline Yale, Northampton.
John Lowell, Boston.	

The Commonwealth of Massachusetts.

TRUSTEES' REPORT.

MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED.
WAVERLEY, Dec. 1, 1914.

To the Corporation, His Excellency the Governor, the Legislature and the State Board of Insanity.

The trustees have the honor to present their annual report for the year ending Nov. 30, 1914.

We have now 1,738 feeble-minded inmates, of whom 1,426 are at Waverley and 312 at Templeton. The exact number present, however, on the thirtieth day of November, deducting those absent from the school on a visit home, or for other reasons, was 1,299 at Waverley and 292 at Templeton. For the details of the different classes, admissions, discharges and deaths we refer you to the superintendent's report, submitted herewith.

Although each year as it ends finds the same inmates, except for the new faces that the limited capacity of our institution enables us to admit, practically the same staff of officers, teachers and attendants, yet there are changes, slight though they may be, that have taken place in the twelve months past.

An institution, like a human being, cannot stand still, it must be gaining or losing, improving or falling behind. What a specific institution is doing depends upon the energy and life that is in its management.

The past year has seen some criticism leveled at our State institutions, — at some by name, and some of it was general.

This school has been favored in its treatment at the hands of the public. May we not believe that the reason is because it has kept up with and a little ahead of the demands of public opinion, and so escaped adverse criticism?

Founded sixty-seven years ago by Dr. Howe and his devoted body of associates, it has kept pace with the most advanced thought and discoveries of the eventful years of its existence, until to-day it has developed into an institution that compares favorably with any institution in the world. Were this the result solely of the efforts of this present Board of Trustees, it would be in bad taste to speak of it; but when it is the result of the patient, thorough and persistent work that has been going on here through all these years, we feel that we may properly call your attention to the fact. The repute in which it is held is attested by the constant visits that it receives from educators and specialists from all parts of the world to view and learn the methods of care and teaching here. With these high standards before them, your trustees are endeavoring to do their share in supporting its reputation and in keeping it a credit to the enlightenment of this Commonwealth.

In our sixty-sixth annual report, for the year ending Nov. 30, 1913, we mentioned several things which were receiving especial attention at the school, among others, the psychological tests applied to the inmates. These have gone forward this year and have proved of great value, not only as affecting the treatment, care and instruction of the inmates, but as assisting the officers and trustees to decide upon their future life, — whether they shall remain in the school or be discharged. This is a constant and most perplexing duty, as we have before explained, especially because of the pressure from outside to obtain discharges of the doubtful cases.

For a second time we ask for certain specific appropriations, all of which the legitimate growth and development of the institution *absolutely* demand. The committees of the Legislature, before whom these requests were laid, gave them thoughtful and finally favorable consideration, but the general cut of almost all requests last year left us where we were before. There are probably no new arguments to add to those heretofore presented in favor of these needed outlays; but if they are deferred much longer, we shall lay ourselves open to the charge of being an institution gradually falling back instead of progressing.

We repeat again in detail the requests and the reasons for

asking for these appropriations, with the addition of a barn, silo and hay shed at Templeton, to replace buildings destroyed by fire in 1913.

At Waltham.

Cottage for foreman farmer, \$4,000 00

We have no house for foreman farmer at Waltham, and have been compelled to employ unmarried men. This has meant frequent changes and is very unsatisfactory. The kind of men who make good foremen are always settled men with families, and we cannot employ such men unless we have a house provided for them.

Cottage for assistant physician, \$5,000 00

The medical staff now numbers five assistant physicians, three males and two females. One of the male physicians is married and lives in a cottage on the place. The proposed cottage is similar to the one so occupied. It is not easy to obtain physicians of suitable age and qualifications unless a house can be provided for them. It is almost impossible to employ a physician who has a family unless they can live in a separate house. The physicians now live in small rooms in the office building.

Building for patients' visitors and for recreation purposes of employees, \$25,000 00

We now have at Waverley over 250 employees, mostly young women. These women live in comfortable houses, but have no place for recreation; and the result is, that when they get through their work, they go in town and are exposed to the temptations of the city. We feel that we owe something in the way of social service to these young people, and that if we are to make the nursing service here attractive to the right class of people, we must give them proper facilities for rest and recreation, such as are furnished by modern department stores, and by settlements and other civic social centers. We have a very large moral responsibility towards these young women who are in the service of the school.

The building as proposed will furnish a room for the matron, who will really be a social service worker for the special class of young impressionable girls who make our most desirable employees; a reading room and library for all the employees; a recreation hall, where dancing and singing may be indulged in, and with certain semi-secluded alcoves where the young women might meet their young men friends with a proper amount of privacy, but without the dangers of the present method of meeting them in the roads and groves. On the other side of the recreation hall would be a smoking and billiard room for male employees, and a small kitchen where simple suppers and other refreshments could be prepared.

In the daytime, it is proposed to use this building for the reception of the parents and friends of our patients. Relatively 80 per cent. of our patients come from within a five-cent fare of the school, and on pleasant visiting days, especially Sundays, we often have 50 or 60 patients who have visitors. The present reception rooms are very small, not having been enlarged since we had a population of 400, and at present visitors are very inadequately cared for. The recreation hall, with its alcoves, would furnish an opportunity for the amount of privacy the parents desire with their children.

At Templeton Colony.

Barn, silo and hay shed at Narragansett,	\$3,500 00
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This is to replace buildings destroyed by fire in 1913.

For the city of Waltham, annual assessment for sewerage as provided for by section 3, chapter 83 of the Acts of 1893,	\$820 89
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We have been fortunate in the class of attendants we have been able to obtain; but the task — to keep up to the high standard that this school has set — does not become simpler as the years go on. Besides, as pointed out above, we have a duty to the young, devoted employees themselves, to provide them with proper quarters for their time of relaxation, and so again we urge with renewed earnestness the *real* need of an appropriation for a building for the combined use of visitors and for recreation purposes for employees.

Again we call attention to the fact that the need is pressing, and should be heeded, for relieving us of the care of defective delinquents under the authority conferred upon the Commonwealth by chapter 595 of the Acts of 1911. The presence of these cases is inconsistent with the theory of the school. They are a menace to the class that forms the majority of our wards.

As we said a year ago on page 11 of the sixty-sixth annual report: "They are insubordinate and troublesome and cannot be adequately managed by the methods permissible and desirable in a school for the feeble-minded."

We still feel, as we did last year, that the time has come for building an institution in the western part of the State for the feeble-minded of that section. Parents of the feeble-minded, perhaps more than any other class of unfortunates, want to visit their children as often as possible. These families are

largely made up of the poorer classes who cannot afford to travel the length, or half the length, of the State to see their loved ones; so the location of the new school, if it is really to accommodate the western part of the State, should be selected there, in a place easily accessible to as many western centers of population as possible.

The suggestion has been made of using part of the Commonwealth's land at the Templeton colony as a site for this western school.

In our opinion, this would be a fatal mistake, as the very reasons that make the place desirable for a colony of big boys, such as we have there, make it most undesirable as a site for a large institution made up of all classes of cases.

That place was selected, after much pains and long search, because it was remote from centers of population, and because, from the character of the soil and the inexpensive and isolated location, it combined in a marked degree the requirements desired for the establishment of a colony to take successful care of able-bodied grown-up boys.

The site, at an altitude of from 900 to 1,200 feet above sea level, is bleak, wind-swept and cold in winter, and the soil has an underlying layer of large stones and ledges.

It is about 3 miles from the nearest steam railroad station, and at the end of a heavy grade from that station. All these characteristics make it a place expensive to build upon, and to maintain a modern institution for young and feeble children; whereas the rigor of the climate and the toughness of the soil make it an ideal place to work off the surplus energies of grown-up men and strong boys.

Incidentally, the produce raised there by these boys, the surplus of which is shipped to Waverley, reduces largely the per capita cost for the support of the patients of the school.

Finally, it is a long way from and not easily accessible to the centers of population in the western part of the State, like Westfield, Pittsfield, Springfield, etc.

In conformity to the new law passed last winter, your trustees are making thorough visitations of the school every two weeks, sending to the State Board their reports of conditions as they find them. The overcrowded condition of some

of our buildings, referred to by one of the trustees, has commanded special attention by the State Board, who have quoted it in their fourth bulletin.

Our appropriations for the past year were based upon an expected average number of 1,530, while we actually had an average number of 1,558. This more than accounts for the deficit of \$2,422.40 which our accounts show at the end of the year. Were it not for the reduction in our cost of living which the great crops from Templeton enable us to make, our expense account for maintenance each year would be several thousand dollars more than it has been.

At the end of the school year Miss Elizabeth L. Moulton, principal of the teaching staff, resigned. She has given patient, painstaking and skilled service through many years. A thorough, efficient and learned teacher, she brought to her task the kindness, culture and refinement of a gentlewoman.

It was always a pleasure to visit her schoolroom, and her classes were a credit to her ability.

We wish her the best of success in her new field of teaching, but we miss her sadly here.

CHARLES FRANCIS ADAMS, 2D.
FRANCIS J. BARNES.
LUANN L. BRACKETT.
THOMAS N. CARVER.
THOMAS W. DAVIS.
FRANCIS H. DEWEY.
EDWARD W. EMERSON.
FREDERICK P. FISH.
FREDERICK H. NASH.
CHARLES E. WARE.
JOSEPH B. WARNER.
FRANK G. WHEATLEY.

SUPERINTENDENT’S REPORT.

To the Trustees of the Massachusetts School for the Feeble-minded.

I hereby submit the following report for the year ending Nov. 30, 1914: —

	Males.	Females.	Totals.
Number enrolled Nov. 30, 1913,	1,005	622	1,627
Number actually present Nov. 30, 1913,	933	604	1,537
Admissions during the year,	165	53	218
School cases,	59	16	75
Custodial cases,	106	37	143
Whole number during the year,	1,170	675	1,845
Discharged during the year,	49	28	77
Died during the year,	23	7	30
Number enrolled Nov. 30, 1914,	1,098	640	1,738
Number actually present Nov. 30, 1914,	971	620	1,591
State patients,	939	598	1,537
Private patients,	19	12	31
Vermont beneficiaries,	12	10	22
Daily average number of patients actually present, .	957+	601+	1,558+
Number actually present Nov. 30, 1914, at school, .	679	620	1,299
Number actually present Nov. 30, 1914, at colony, .	292	—	292
Applications during the year,	—	—	378

Of the 218 admissions, 82 were young pupils capable of being taught to read and write; 61 males were over fourteen years of age; 27 females were over fourteen years of age; 13 were cases of spastic paralysis; 2 were deaf; 7 cannot talk; 7 were epileptic, 8 were of the Mongolian type of idiocy; 3 were hydrocephalic; 2 were microcephalic; 2 women had borne illegitimate children; 9 were of the defective delinquent type; 6 were admitted for observation and diagnosis; 6 were sent here from the police courts and 3 from the juvenile court; 2 were trans-

ferred from the insane hospitals; 13 were transferred from the Lyman School; 1 was admitted from the Suffolk Truant School, and 6 were sent here from the Psychopathic Hospital; 10 admissions were technical only, the commitments being made here, but the patient being actually admitted to the Wrentham State School.

With every bed filled and with many patients sleeping on the floor, we have been obliged to admit case after case, until at one time we had 87 patients sleeping on temporary beds on the floor, on settees, tables, etc. This overcrowding, to an extent that there is hardly room for the night attendants to walk about in the dormitories, has emphasized the need of fireproof construction as far as possible, and of an increase in our facilities for fire protection. It is rather remarkable that such overcrowding has evidently not interfered with the general health of our patients.

Of the 77 cases discharged during the year, 31 were taken home by their parents or were not returned from visit; 5 were discharged as unsuitable for this institution; 16 were committed to hospitals for the insane; 1 was transferred to the Wrentham State School; 8 were taken out of the State by their parents or friends; 2 were deported to other countries; 1 ran away and was not returned; 1 was removed by the Vermont authorities; 1 was returned to the care of the Board of Parole of the Massachusetts Training Schools; 1 died of accidental burns received while home on visit; 10 cases technically admitted here were discharged for admission to the Wrentham State School. Of the patients discharged, 2 are now attending public school and 1 is attending parochial school. During the year 7 patients were taken home to go to work. They are now working steadily and earning from \$5 to \$11 per week.

For several years past in these reports we have called attention to patients who have not been formally discharged, but who were at home with parents or friends on extended parole. These patients either report to the school with their friends at regular intervals, or are visited by some of the officers of the school. It is a pleasure to record the fact that we now have 28 boys, now past the school age, who are doing well at home at work for wages. Some of these boys have been on parole for

three years or more. In many cases the employers have testified to the industry and efficiency of these boys. Without exception, the boys are neat in appearance and well-dressed when they visit the school. In several instances our former patients are at the present time the only members of their families earning wages. There is no question but that the training these boys received at the school has enabled them to become for a time at least self-supporting, instead of being supported by the state. Nearly all these successful paroled patients have friends willing and able to give them a certain amount of advice and encouragement.

The health of the patients and employees has been unusually good. As in years past, for weeks at a time there has not been one case of acute illness. There were several outbreaks of diphtheria at long intervals in widely separated buildings. In each outbreak the disease seemed to have been brought to the school by newly admitted cases, or by employees who were exposed on their time off duty. In all, 2 employees and 5 patients showed positive diphtheritic cultures. In most of these cases there were only slight clinical symptoms, and the disease would not have been recognized but for the laboratory cultures. Four patients died of diphtheria or of its complications. All of these children were feeble patients of the idiotic type, and although the clinical symptoms were very slight, yet they succumbed to the disease.

Our patients are visited very freely by relatives, who often bring small children with them. With our large population of children visited in this way, we must expect to have more or less frequent outbreaks of the infectious diseases of childhood.

In our hospital for female patients we have 48 patients, and in the infirmary for male patients we have 70 patients, all feeble or helpless, and many of them bedridden. The expectation of life for these groups is exceedingly small, and yet for the past year, with an average population of 1,558, there were only 30 deaths.

Of the 30 deaths during the year, 5 were from pulmonary tuberculosis and 1 from tubercular cerebrospinal meningitis; 4 from diphtheria or its complications; 2 each from acute lobar pneumonia, chronic valvular heart disease, exhaustion of chronic

idiocy, epilepsy and organic heart disease; and 1 each from chronic endocarditis, acute enteritis, carcinoma of the breast, cerebral hemorrhage, gastric ulcer, meningitis, organic disease of the brain, decubitus septicemia, retropharyngeal abscess, and from injuries received by being run over by an automobile.

There have been 378 applications for admission during the year, a smaller number than in years past. On account of the overcrowded condition of the school, many of the charitable organizations and other societies state that they are not making applications now, knowing that it is useless to expect the admission of their cases.

While the number of applications is less than usual, the pressure for admission has been great. There is special demand for the admission of people who while only moderately defective mentally have pronounced criminalistic tendencies. This demand comes from the courts and from relatives of the patients, and is evidence of the need of the enforcement of the law — chapter 595, Acts of 1911 — providing for the custody of defective delinquents.

The current expenditures for the year amounted to \$310,321.41 (or \$311,142.30, including a special appropriation of \$820.89 for sewage disposal), or \$3.84 per capita per week. Although this is 3 cents per capita per week less than last year and 1 cent per capita per week less than we estimated for the present year, it leaves us with a deficit, or in other words we have spent \$2,448.19 more than our maintenance appropriation. Primarily, this deficit was caused by an unexpected increase in the number of patients cared for. We anticipated an average number of 1,530 patients, but the actual daily average number of patients was 1,558, a total of 28 more than we had estimated. If the cost of maintenance for these extra 28 patients is reckoned at only one-half the rate for the entire population, or \$100 per annum, the total would more than equal the amount of our deficit. The parents of so many of the patients have been out of work that we are now furnishing the clothing of 1,243 patients, or nearly 100 more than have been clothed by the school in any previous year. The average cost of clothing per patient is \$20, and the cost of clothing these 100 extra patients means \$2,000 or more for the year.

After the estimates for maintenance were prepared last fall, it became suddenly evident that our two engines and electric generators, which had been rather overworked for ten years, had begun to break down with alarming frequency, and that we were in danger of being left without lights or power. An additional engine and generator were therefore purchased from our maintenance funds, so that our electrical supply is now secure. The cost of the engine and generator, including the installation, amounted to about \$2,500, a sum more than equal to our deficit.

During the year we have succeeded in rearranging the hours of labor, so that all of the employees now work only six days a week, and average only sixty hours per week. With our widely detached and rather small building units, this rearrangement of hours has involved some additions to our staff of attendants.

In addition to the usual small repairs, the following repairs and improvements to the property of the school have been made during the year: —

The older buildings at Waltham have now been in use twenty-five years or more. This year the west building, the oldest building here, required rather extensive repairs after twenty-five years hard use. On account of the necessity for frequent cleaning, many of the floors had become decayed and unsanitary. In 2 long corridors, 5 single rooms and the large dining room for patients, all on the first floor, the wooden floors were replaced by fireproof steel and concrete construction with terrazzo top floors. In 2 large toilet rooms, the wooden under-floors were taken out and replaced by steel and concrete construction, with new asphalt wearing floors. In all about 4,100 square feet of floor was made fireproof, making three fireproof sections in this building. This change has greatly reduced the risk of fire in a building where there are many feeble patients. Within a few years other floors in this building will need renewal, and when the time comes they too should be made fireproof. The plumbing in the west building was worn out and has been renewed. A concrete outdoor porch, containing 3,000 square feet, flush with the floor of the living room, has also been added to the west building. This makes a sunny,

sanitary, dry, nearby place for the outdoor life of the helpless children in this building. Its use has doubled the number of outdoor hours possible for them.

An outside concrete area, containing 5,100 square feet, has been added as a playground at the boys' home.

In the schoolhouse and gymnasium building, the wooden floor of the long corridor (with an area of 760 square feet of dangerous wooden construction saturated with oil and floor dressing) was replaced by cement and steel construction, with a terrazzo top floor, thus adding greatly to the safety of the building.

Most of the work involved in these changes was done by our boys under the direction of our regular mechanics. The old floors were taken out by the boys, and the old material was used in making the forms for the new construction. The gravel and stone were taken from our own pits and teamed by our own teams. The cement mortar was mixed and carried to its place by the boys. With the exception of the asphalt floors in the toilet rooms, and of part of the terrazzo flooring, all the work was done by our boys and our regular mechanics.

In other buildings there are wooden floors which need renewal, and which ought to be replaced by fireproof construction. Our buildings are of good construction. Nearly all have solid brick walls inside as well as outside, and the construction of these sanitary fireproof floors in corridors and other points will not only simplify the administration, but will greatly diminish the fire risk. We are often reminded that the fire risk here is a very real one. We have at least 25 patients who have been sent to us because they have set fires. In our north building this year one of these semi-insane pyromaniacs obtained a match from a visitor, set fire to a detached cabinet in the boys' dining room, and in an instant the floor was on fire. Fortunately, our excellent fire apparatus extinguished the fire almost immediately, but this occurrence in a building filled with helpless patients emphasizes the necessity of adequate fire protection.

The replacements planned for next year include the replacing of certain other oil-soaked floors in small rooms, with cement floors. Additional fire doors are needed in many of the build-

ings. In the administration building the wooden floors in the first floor corridors, the wooden sheathing in the halls, and the oil-soaked wooden stairs ought to be replaced with concrete floors, plastered walls and iron stairs. Additional fire doors should also be installed in this building. Thirty-eight officers and employees sleep on the upper floors of this building, and the basements are filled with costly stores of clothing, dry goods, etc. The suggested improvements will be made by our own mechanics and our boys at a relatively small expenditure.

Certain much needed improvements have been made at the Templeton farm colony. The large old barn at the Waite farm, 40 feet wide and 80 feet long, has been raised and a splendid cellar built beneath it. This work was done by our own mason with the aid of the boys. In the basements of the farmhouses 4,000 square feet of cement floors have been laid. The worn-out wooden sidewalks at two of the colonies have been replaced by fine cement walks.

Steam boilers for heating purposes have been installed in three of the large houses at the colony. These boilers are located in fireproof cement boiler rooms in the basements. These houses have heretofore been heated by wood fires, and we have burned on an average nearly 1,000 cords of wood a year. The wood supply for immediate cutting is small, and these buildings in the future will be largely heated by coal. The steam-heating apparatus will be much safer than the stoves heated by wood.

The shingle roof of the Narragansett farmhouse has been replaced by slate.

All the improvements enumerated are replacements or obvious improvements, and have been properly paid for from our maintenance funds. The buildings are so substantial and have been kept in such good repair that in the immediate future we expect a lessened expenditure for repairs and improvements.

The farm colony at Templeton has had the most successful year in its history. The colony estate comprises about 1,814 acres of land. It includes three large hills with the valleys between. Most of the valley land is rough and not very fertile, and much of it is wooded, some with a fine growth of young timber. As in other parts of north-central Massachusetts, the

hilltops are the fertile areas, although they were rough and stony when the estate was bought. Much of the land is rough, stony "sprout" land, suitable only for forestry purposes. A large tract of land was purchased for the purpose of giving the boys as much liberty as possible, and, in order to obtain the large quantity needed, it was necessary to include in the purchase much that was of little intrinsic value at the time. This land was bought at an average price of less than \$10 per acre, including seven sets of buildings, and much of this rough land cost only from \$1 to \$5 per acre. At the time of the purchase only 100 acres was capable of cultivation, and this, too, was rough and stony.

On this area we have developed four farms, each with a central farmhouse as a dwelling for employees, and including kitchen, dining rooms and storeroom. The patients live in one-story wooden dormitories adjacent to the farmhouses. These farmhouses and dormitories cannot be distinguished in any way from other dwellings in the community.

The entire cost of Templeton colony, including the land, the repairs needed to fit the old dwellings for use, and the new construction amounts to \$113,200, or \$378 per capita for the 300 inmates provided for. It may be safely said that this cost is much less than any similar provision for the feeble-minded in this or any other country. This selected group of active, able-bodied patients is just as comfortable there as they would be in the conventional institution building.

The boys have assisted in the preparation of the site and in the construction of the buildings. Each year at each of the four farms a certain amount of the wild land, absolutely worthless as it stands, is cleared and made ready for cultivation. This year 16 acres of rough worthless land has been transformed into land ready for tillage. Now that the construction work is likely to be small, the entire energies of the boys will be devoted to the clearing of the land and the cultivation of the crops.

This year we had at the colony 118 acres under cultivation, — 45 acres in corn, 23 acres in potatoes, 6 acres in cabbage and turnips, 30 acres in other garden crops, and 14 acres in green crops. Our crops for the year, practically all of which

were raised at the colony, included: 1,591 barrels of apples, 77,301 pounds of cabbage, 7,876 bushels of potatoes, 1,314 bushels of turnips, 383,400 quarts of milk, etc.

Eighteen acres are devoted to orchards and small fruits. There are six good orchards of old trees which produced this year over 900 barrels of first-class apples. We have planted 8 acres with young fruit trees and small fruits.

For ten years past, we have cut on the average over 1,000 cords of wood per year, cutting only the inferior wood. The use of this wood for fuel has already saved a sum of money, which would otherwise have been spent for coal, amounting to more than the entire cost of the land. We have several hundred acres of fine growing forests, with many thousand cords of first-class firewood and much good timber. As a beginning in constructive forestry, we have planted during the last few years many thousands of white pines, which are in a flourishing condition. The care of these forests, the cutting of the wood and timber, and the planting of the young trees provide a most profitable method of employing the patients in the winter season.

We have at the colony 99 head of stock, including 54 cows, which furnish milk for the colony itself. We have also 42 head of young stock, which will be sent to Waverley when they are ready to give milk.

The shipment of farm products from the colony to the home school at Waverley began the 1st of September and continued weekly until after the harvest. We have now at the home school at Waverley abundant supplies of the vegetables named above, sufficient to last through the winter. It is a well-known fact that the feeble-minded desire and apparently require large quantities of bulky food. These cheaply raised vegetables satisfy that demand at a very low cost. Our cost for food this past year was 72 cents per patient per week. If we had been obliged to purchase all our food supplies in the market, this cost would have been very much larger, at least 50 per cent. more than the above cost. The expense of caring for these boys would be just as great if they were at Waverley as it is at the colony, without any corresponding financial return. It is probable that the State has no more profitable investment than

the Templeton farm colony, managed as an integral part of the parent institution at Waverley.

The credit for the prosperous condition of the colony is largely due to Mr. John Donnell, who has had the supervision of the patients, the care of the entire estate, the management and direction of the occupational activities of the boys, the planning for the planting, cultivation and harvesting of the crops, the clearing and reclaiming of the wild land, etc.

It has been suggested that the colony estate should be used as a site for a new institution for the feeble-minded. Many of the reasons leading to the selection of this place as a colony for a selected group of able-bodied adult workers, are good reasons why the site should not be used for the purpose suggested above. Most of the land is 3 miles from a railroad station, up a long and difficult hill road. The added cost of transporting building material from the railroad station to the site would pay for the purchase of a suitable site for this purpose in a suitable locality. The elevation of the land is between 800 and 1,200 feet above sea level, and in the winter the temperature is very low for days at a time, and the winter winds are constant and bleak. The cost of fuel to keep the buildings comfortable for young children and feeble patients would add enormously to the cost of maintenance. The labor and expense that has been put into the development of the farm, and the construction of the simple buildings adapted to this group, would be thrown away if a new institution were located on the site. The places which would be needed for building sites have been planted to orchards, and these would be absolutely wasted if the land were taken for such a purpose. The ledges lying very near the surface of the ground would make the construction of water, sewage and steam systems a most expensive undertaking. The colony site is a long distance from the center of population for the western part of the State, and at least two changes of cars would be necessary in visiting patients from the most populous areas the new institution would serve.

In fact, the very conditions which made this site an attractive one for a farm colony for adult male patients, — the cheapness of the land, its remoteness from the railroads and from the

centers of population, etc., — are the very reasons why the site should not be chosen for an institution for children.

It would be most unfortunate to deprive the able-bodied adult male patients from Waverley of this outlet for their trained abilities, when they are so much happier and better off there than they would be in an inclosed institution. It does not seem possible that an experiment which has been so economical and successful, which has been approved by so many other States and countries, and adopted in part or as a whole by many other States, should not be continued. The economic possibilities of the colony are very great in the value of forestry products, and in the way of vastly increased crops in the near future, now that the work of construction is over, and the energies of the patients may be devoted to bringing more land under cultivation.

There can be no question as to the need for a general institution for the feeble-minded of all ages and classes in the western part of the State. At the present time, the western counties have relatively few patients in the two institutions located in the eastern part of the State. In their own communities, the taxpayers in these counties receive very little benefit from the large sums spent for the training and segregation of the feeble-minded.

Two serious accidents to patients occurred during the year, both at the farm colony. One patient, who had safely and happily driven a team for many years, while sitting on the top of his loaded team attempted to drive into the barn, and was struck by the top of the door casing, causing a fracture of the spine. The employee at the barn, who had been especially directed to see that the patients did not attempt to drive into the barn, had so busied himself that he did not prevent the accident.

Another patient, while out walking with other patients on the State road one Sunday afternoon with an attendant, suddenly sprang in front of a passing automobile, and was fatally injured. The attendant had been ordered to stay on the colony grounds with the patients, and under no circumstances to go out on the road. He thought he was doing the

boys a kindness by giving them an excursion off the school grounds. In each of these cases, the immediate act of the patient which caused the accident was a sudden unexpected impulse, indicative of the proverbial lack of judgment and caution shown by the feeble-minded. Both accidents were really caused by a direct disobedience of specific directions on the part of the attendants in charge. Both attendants had previously been efficient and apparently trustworthy. These two accidents illustrate the limitations of the most elaborate precautions for the protection of patients with defective minds. The effectiveness of these precautions depends upon the judgment of the person who is in immediate charge of the patient at the time. There can be no absolute guarantee that the judgment of any person will always be adequate in a given situation.

The out-patient work of the school has been referred to in previous reports. As an illustration of its scope and importance, the October report of this work may be quoted: —

During the month of October, 1914, the out-patient clinic of the school dealt with 47 patients. Twenty-one cases were thoroughly examined, diagnosis made, treatment indicated and prognosis given. Seven cases from a distance were described by letter, and advice was given. In 6 cases advice was sought by the parents or guardians on personal visits, and advice was given. Thirteen former patients returned to the school to report progress and for advice.

Of the 21 cases examined, 7 were referred by physicians, 5 by the parents or guardians, 4 from public charities, 3 from private charities, and 1 each from the public schools and from the Juvenile Court.

In the 34 separate cases considered, advice was given as follows: —

Referred to an institution in another State,	1
Referred to private school for the feeble-minded,	3
Referred to private teacher at home,	3
Advised permanent care and treatment at home,	5
Advised training in school for the feeble-minded,	12
Advised commitment to juvenile reformatory,	1
Advised commitment to hospital for the insane,	2
Advised further trial in good home (court case),	1
Advised to keep at school for further observation,	1
Advised to return for further study,	5

All of our patients have now been examined by the Binet-Simon psychological tests, and the results of these tests for the 1,665 persons tested are as follows: —

Binet-Simon Test of 1,665 patients.

MENTAL AGE.	Number at Each Mental Age.	MENTAL AGE.	Number at Each Mental Age.
Less than 1 year,	25	7 years,	276
1 year,	157	8 years,	250
2 years,	132	9 years,	163
3 years,	150	10 years,	104
4 years,	95	11 years,	29
5 years,	118	Total,	1,665
6 years,	166		

The Binet tests as applied to 289 patients at the Templeton farm colony show the following results: —

Binet-Simon Tests for 289 Patients at the Colony.

MENTAL AGE.	Results.	MENTAL AGE.	Results.
2 years,	3	8 years,	50
3 years,	25	9 years,	18
4 years,	27	10 years,	8
5 years,	31	11 years,	1
6 years,	52	Total,	289
7 years,	74		

These tests show that the strong, robust boys at the colony are really all children as far as their minds are concerned. The material results of the boys' work in the way of clearing land, cultivation of crops, and in construction work are remarkable considering their measured mental capacity. Many of the boys, with the strong body of a man, but with the mind of a child of six or seven or eight years, are doing a man's work every day under the direction and supervision provided. One of the boys, with the mind of a four-year-old child, is one of the most cheerful, happy and efficient workers at clearing land and other

simple work. The economic efficiency of these adults with the mentality of young children would hardly be possible except under the farm colony conditions and opportunities.

Two trained investigators have been employed for the past year in an investigation of the family history and antecedents of cases of mental defect of various definite types, in the hope that some light might be thrown on the causes of these forms of defect, and that possibly some basis might be found for successful measures of prevention. In this research we have met with the cordial co-operation of practically every family and individual included in the study. We shall be able to publish the results of this work within a few months.

We also hope to be able to publish very soon the results of the intensive pathological study of seven imbecile brains, made for the school in the laboratory of the neuropathological department of the Harvard Medical School.

The psychological examination of individual patients in our new laboratory has greatly simplified and facilitated the diagnosis and training of the pupils.

The expense of all this research work has been met from the income of the invested funds. This is a proper place and time to call attention to the disproportion between the enormous sums now being expended for the mere support of the feeble-minded as compared with the infinitesimal sums spent in the way of research and study into the causes of this dangerous and costly condition. There is probably no economic field where a reasonable outlay for the study of causes would bring in so large a return in the way of prevention. For the State to spend money in this way is merely a good investment. Private contributions could be used to very great advantage in advancing our knowledge as to the causes of feeble-mindedness and its exact social significance, as a basis for prevention in the future.

WALTER E. FERNALD, M.D.,

Superintendent.

DEC. 1, 1914.

REPORT OF THE TREASURER OF THE CORPORATION.

MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED IN ACCOUNT WITH
CLARENCE B. HUMPHREYS, TREASURER OF THE CORPORATION FUNDS,
FOR THE YEAR ENDING NOV. 30, 1914.

Receipts.

Balance on hand Nov. 30, 1913,	\$2,035 05
Income from invested funds,	2,331 82
\$3,000 Newton boulevard 4 per cent. bonds matured, . . .	3,000 00
Final dividend in liquidation, Continental National Bank, .	30 00
	<hr/>
	\$7,396 87

Payments.

Invested \$3,000, Puget Sound Power Company	
5's,	\$3,000 00
Expense: —	
Auditor,	\$25 00
Rent of safe deposit box,	10 00
H. L. Blake, sketches new building, . . .	100 00
Wright & Potter Printing Company, annual reports,	51 25
Premium on Treasurer's bond,	50 00
Interest on Puget Sound Power Company 5's bonds,	18 75
Superintendent, traveling expenses to American Association,	47 60
Middlesex County Medical Association, entertainment of,	151 08
Mileages for traveling expenses for field workers,	60 00
Eugenic field workers, salaries and expenses,	2,068 89
Psychologist, salary and expenses, . . .	721 55
Extra stenographers for field work, . . .	740 00
Harvard Medical School for examination of material,	300 00
	<hr/>
	4,344 12
Balance on hand Nov. 30, 1914,	52 75
	<hr/>
	\$7,396 87

<i>Invested Funds Nov. 30, 1914.</i>		Par Value.
Bonds, Boston & Maine 4s,	\$2,000 00
Bonds, town of Belmont 4s,	1,000 00
Bonds, Illinois Central 4s,	6,000 00
Bonds, Nashua Street Railway 4s,	5,000 00
Bonds, Baltimore & Ohio 3½s,	10,000 00
Bonds, Chicago, Burlington & Quincy (Illinois Division) 4s,	4,000 00
Bonds, Union Pacific first 4s,	4,000 00
Bonds, Chicago, Burlington & Quincy general mortgage 4s,	3,000 00
Bonds, American Telephone and Telegraph collateral trust 4s,	6,000 00
Bonds, Chicago & Northwestern general 4s,	2,000 00
Bonds, Puget Sound Power Company 5s,	3,000 00
Bonds, city of Boston registered 4s,	5,000 00
8 shares State Street Trust Company,	800 00
50 shares Trimountain Trust,	5,000 00
		<hr/>
		\$56,800 00
Cash in Boston Safe Deposit and Trust Company,	52 75
		<hr/>
		\$56,852 75

Respectfully submitted,

CLARENCE B. HUMPHREYS,
Treasurer of Corporation Funds.

BOSTON, MASS., Dec. 1, 1914.

To the Trustees of Massachusetts School for Feeble-minded.

GENTLEMEN: — I have audited the books of the treasurer of your Board, and find the same properly kept and in balance. The balance, cash on hand, is deposited in the Boston Safe Deposit and Trust Company. The securities I find to be as reported by him, and are deposited in the safe deposit vaults of the same company.

Very truly yours,

F. E. ORCUTT,
Auditor.

REPORT OF THE TREASURER OF THE INSTITUTION.

To the Trustees of the Massachusetts School for the Feeble-minded.

I respectfully submit the following report of the finances of this institution for the fiscal year ending Nov. 30, 1914: —

CASH ACCOUNT.

Balance Dec. 1, 1914,	\$9,894 94
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Receipts.

Institution Receipts.

Board of inmates: —

Private,	\$14,037 51
Reimbursements, insane,	1,613 44
Cities and towns,	1,154 67

\$16,805 62

Sales: —

Food,	\$121 80
Clothing and materials,	793 78
Furnishings,	155 86
Heat, light and power,	18 40
Repairs and improvements,	241 23
Miscellaneous,	100 83

Farm, stable and grounds: —

Cows and calves,	\$545 00
Hides,	83 30
Sundries,	33 17

661 47

2,093 37

Miscellaneous receipts: —

Interest on bank balances,	\$261 43
Sundries,	172 84

434 27

19,333 26

Wages refunded account 1913 expenses,

10 08

Receipts from Treasury of Commonwealth.

Maintenance appropriations: —

Balance of 1913,	\$9,656 12
Advance money (amount on hand November 30),	16,000 00
Approved schedules of 1914,	\$291,198 68
Less returned,	142 01

291,056 67

316,712 79

Total,	\$345,951 07
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Payments.

To treasury of Commonwealth:—

Institution receipts,	\$19,333 26
Wages refunded account of 1913 expenses,	10 08

Maintenance appropriations:—

Balance November schedule, 1913,	\$19,551 06
Eleven months' schedules, 1914,	291,056 67
November advances,	7,830 86
	<hr/>
	318,438 59

Balance, Nov. 30, 1914:—

In bank,	\$7,062 38
In office,	1,106 76
	<hr/>
	8,169 14

Total,	\$345,951 07
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MAINTENANCE.

Appropriation, \$307,000; sewage, \$820.89; brought from 1913, \$873.22,	\$308,694 11
Expenses (as analyzed below),	311,142 30
	<hr/>
Deficit,	\$2,448 19

Analysis of Expenses.

Salaries, wages and labor:—

Walter E. Fernald, superintendent,	\$5,000 00
General administration,	26,717 69
Medical service,	7,044 55
Ward service (male),	10,339 53
Ward service (female),	50,852 20
Repairs and improvements,	12,888 53
Farm, stable and grounds,	16,754 78
	<hr/>
	\$129,597 28

Food:—

Butter,	\$3,924 74
Butterine,	5,222 29
Beans,	1,320 36
Bread and crackers,	170 61
Cereals, rice, meal, etc.,	2,476 42
Cheese,	438 84
Eggs,	2,259 30
Flour,	9,021 15
Fish,	2,076 05
Fruit (dried and fresh),	1,677 39
Lard,	62 99
Meats,	20,682 44
Molasses and syrup,	1,287 91
Spices, seasonings, salt, etc.,	493 17
	<hr/>

<i>Amounts carried forward,</i>	\$51,113 66	\$129,597 28
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<i>Amounts brought forward,</i>		\$51,113 66	\$129,597 28
Food — <i>Con.</i>			
Sugar,	4,048 04		
Tea, coffee, broma and cocoa,	987 08		
Vegetables,	1,744 23		
Yeast,	285 96		
Sundries,	541 21		
			58,720 18
Clothing and materials: —			
Boots, shoes and rubbers,	\$4,913 13		
Clothing,	1,694 83		
Dry goods for clothing and small wares,	8,667 19		
Furnishing goods,	6 65		
Hats and caps,	17 70		
Leather and shoe findings,	750 44		
Materials and machinery for manufacturing,	988 08		
Sundries,	92 59		
			17,130 61
Furnishings: —			
Beds, bedding, table linen, etc.,	\$4,759 65		
Brushes, brooms,	405 84		
Carpets, rugs, etc.,	274 39		
Crockery, glassware, cutlery, etc.,	694 07		
Furniture and upholstery,	1,755 58		
Kitchen furnishings,	1,864 68		
Materials and machinery for manufacturing,	330 77		
Wooden ware, buckets, pails, etc.,	292 81		
Sundries,	832 97		
			11,210 76
Heat, light and power: —			
Coal,	\$17,574 01		
Freight on coal,	1,615 89		
Wood,	130 00		
Oil,	1,003 99		
Sundries,	465 85		
			20,789 74
Repairs and improvements: —			
Brick,	\$361 66		
Cement, lime and plaster,	1,349 01		
Doors, sashes, etc.,	150 83		
Electrical work and supplies,	1,293 40		
Hardware,	2,100 03		
Lumber,	1,613 02		
Machines (detached),	3,031 92		
Paints, oil, glass, etc.,	1,211 95		
Plumbing, steam fitting and supplies,	3,192 57		
Roofing and materials,	1,063 15		
Sundries,	1,728 40		
			17,095 94
<i>Amount carried forward,</i>			\$254,544 51

Amount brought forward,										\$254,544 51
Farm, stable and grounds: —										
Blacksmith and supplies,									\$918 23	
Carriages, wagons, etc., and repairs,									805 30	
Fertilizers, vines, seeds, etc.,									3,999 12	
Hay, grain, etc.,									19,046 18	
Harnesses and repairs,									263 05	
Horses,									525 00	
Other live stock,									51 35	
Tools, farm machines, etc.,									1,621 42	
Sundries,									1,468 80	
										28,698 45
Religious services,										1,470 50
Miscellaneous: —										
Books, periodicals, etc.,									\$370 74	
Entertainments,									867 81	
Freight, expressage and transportation,									7,496 42	
Funeral expenses,									171 06	
Gratuities,									88 05	
Ice,									822 27	
Medicines and hospital supplies,									1,135 30	
Medical attendance, nurses, etc. (extra),									497 00	
Manual training supplies,									46 37	
Postage,									809 40	
Printing and printing supplies,									117 28	
Printing annual report,									120 83	
Return of runaways,									92 21	
Soap and laundry supplies,									2,004 15	
Stationery and office supplies,									1,138 65	
School books and school supplies,									179 03	
Telephone and telegraph,									1,933 16	
Tobacco,									4 00	
Water,									5,698 76	
Sundries,									2,025 54	
										25,618 03
Total expenses for maintenance,										
										\$310,331 49
Sewerage (paid direct by State Treasurer to city of Waltham),										820 89
										\$311,152 38
Wages refunded account of 1913 expenses,										10 08
										\$311,142 30
SPECIAL APPROPRIATIONS.										
Balance Dec. 1, 1913,										—
Appropriations for fiscal year,										\$3,500 00
										\$3,500 00
Total,										\$3,500 00
Expended during the year (see statement annexed),										—
Balance Nov. 30, 1914,										\$3,500 00

RESOURCES AND LIABILITIES.

Resources.

Cash on hand,	\$8,169 14	
November cash vouchers (paid from advance money), account of maintenance,	7,830 86	
Due from treasury of Commonwealth balance of appropriation,	826 63	
	<hr/>	\$16,826 63

Liabilities.

Schedule of November bills,	19,274 82
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PER CAPITA.

During the year the average number of inmates has been 1,558+.
Total cost for maintenance, \$311,142.30.
Equal to a weekly per capita cost of \$3.8405.
Receipt from sales, \$2,093.37.
Equal to a weekly per capita of \$0.0258.
All other institution receipts, \$17,239.89.
Equal to a weekly per capita of \$0.2127.

Special Appropriations.

OBJECT.	Act or Resolve.	Whole Amount.	Expended during Fiscal Year.	Expended to Date.	Balance at End of Year.
Cottage for 15 patients at Templeton,	Chapter 126, Acts 1914,	\$3,500 00	—	—	\$3,500 00

Respectfully submitted,

WALTER E. FERNALD,
Treasurer.

Examined and found correct as compared with the records in the office of the Auditor of the Commonwealth.

WARREN A. MERRILL,
Assistant Supervisor of Accounts.

VALUATION.

Nov. 30, 1914.

REAL ESTATE.

Land,	\$73,412 00
Buildings,	808,625 00
	<hr/>
	\$882,037 00

PERSONAL ESTATE.

Food,	\$2,272 37
Clothing and clothing material: —	
New goods in stock,	5,255 55
On wards,	9,709 54
Furnishings,	83,522 49
Heat, light and power: —	
Fuel,	13,631 00
Repairs and improvements: —	
Machinery and mechanical fixtures,	26,606 97
All other property,	331 73
Farm, stable and grounds: —	
Live stock on farm,	21,082 75
Produce of the farm,	10,980 24
Carriages and agricultural implements,	12,003 87
All other property,	714 60
Miscellaneous,	6,705 74
	<hr/>
	\$192,816 85

CLASSIFICATION AND METHOD OF TRAINING AND INSTRUCTION.

The plan of detached and separate departments greatly facilitates the proper classification of our inmates, according to age and mental and physical condition, and helps us to secure to each inmate the consideration of individual wants and needs so hard to get in a large institution, where the inmates are massed in one huge building. As we are now arranged, our inmates are classified as follows: at the girls' dormitory are the girls of school grade; at the boys' dormitory and the boys' home are boys of the school department; at the north building are the adult males of the lower grade, the cases requiring much personal care and attention; at the west building are the young and feeble boys and the females of the lower grade; at the girls' home, the northwest building, and at the north-northwest building are the adult females who are in good bodily health, many of them graduates of our school department, and all of whom are employed in the various domestic departments of the institution; at the farmhouse and at the east building are the adult males who are regularly employed in the farm work. In the hospital are the feeble girls and those acutely ill. At the infirmary are the bedridden and feeble male patients and those acutely ill. Each of these departments has a competent matron, who lives in the building, and devotes her entire time and attention to the supervision of the personal care of the children in that department. Thus we have divided our institution into eleven comparatively small families, each with distinctive and peculiar needs, and all under the same general management. This plan retains all the benefits of a small institution, and secures the manifest advantages of a large one.

We have a larger number of pupils under instruction in the school-rooms than ever before. In trying to secure to each child the greatest improvement possible, we have been compelled to rearrange and modify our school work in some respects. In one way the increased number of pupils has simplified the work, as we are now able to so classify and grade our pupils that class work has very largely taken the place of much of the individual teaching necessary when we had a smaller number. There are distinct advantages to the child in placing him in a group of children with capacities and needs similar to his own. He profits by the mistakes of his fellows, and feels the stimulus of healthy rivalry.

The teacher gives each child a larger share of her time, and is able to retain the attention of the whole class. Our school children are separated into eleven well-defined grades, classified much as are the children in the lower grades of the common schools. There is a regular progression from the lower to the higher grades, and the pupils are promoted as soon as they are qualified. No pupil is in the schoolroom more than one-half of each day. The rest of the day is devoted to manual or industrial training, physical drill and outdoor recreation, thus securing healthy change and variety.

In deciding upon the school exercises, we bear in mind the natural limitations of our pupils. Lessing well says: "Education can only develop and form, not create. It cannot undertake to form a being into anything other than it was destined to be by the endowments it originally received at the hand of nature." We do not expect to be able to entirely overcome the mental defect of any one of our pupils. It is a question of how much development is possible in each case.

As a class, the feeble-minded have dull perceptions, feeble power of attention, weak will-power, uncertain memory and defective judgment. It is useless to attempt to arouse these dormant faculties by forcing upon them the abstract truths of ready-made knowledge. Our teaching must be direct, simple and practical. The child must be made to do, to see, to touch, to observe, to remember and to think. We utilize to the fullest extent the varied and attractive occupations and busy work which are so important a part of the modern graphic methods of instruction for normal children. Object teaching, in the broadest sense, is a prominent feature. The school now has a good collection of objects, models, charts and other apparatus for the practical illustration and application of the subjects taught in the schools. We have for the use of the teachers a school library containing over one thousand recent and standard works on kindergarten and primary work, object teaching, physical and manual training, and other subjects directly connected with our school work.

Nearly all of our pupils receive daily systematic physical training. As a rule, they come to us with poorly developed bodies. Their muscular activity is especially deficient, as shown by their awkward and uncertain movements. Mental awakening generally follows as a direct result of increased physical development. The military drill is of much benefit to the boys. The system of educational gymnastics, as modified for our use, means the prompt execution of precise and carefully planned movements of the various groups of muscles at the command of the instructor. The pupil must be closely attentive, he must quickly hear and understand, and he must promptly execute the command. It is a mental as well as physical drill.

The mental drill and discipline given these children in our formal school classes would really be of little value if the knowledge gained could not be practically applied in the way of making them happier,

more self-reliant, more useful, and more like normal boys and girls in every respect.

It has long been recognized that in institution life, notwithstanding the many special advantages not to be obtained elsewhere, there is more or less loss of the opportunities for profiting by the teaching of experience, and the far-reaching deductions that even a feeble-minded child makes as a result of rubbing against the very frequent and sharp corners of the outside world.

In a well-regulated institution the child's whole life is carefully supervised; he is told when to get up in the morning, what garments to put on, when to go to meals, what articles of food he shall eat, how much he shall eat, and he is kept from danger of all kinds; his daily duties, conduct and even his pleasures are plainly indicated and prescribed, and finally he is told when to go to bed at night. This guardianship is absolutely necessary, not only for his immediate welfare, but that he may acquire proper habits of life. But we try to accomplish all this in such a way that the child's personality shall be developed and brought out, and not lost sight of and extinguished. We spare no effort to bring into each child's life and experience that knowledge of common events and familiarity with the manners and customs of ordinary life that are just as essential parts of the real education of normal children as the usual instruction received in the schoolroom.

The daily life of our institution is based upon and closely resembles the ordinary daily routine of any other village of thirteen hundred inhabitants. As far as possible we try to illustrate the various phases of life in any other community, with its cares, duties, privileges and responsibilities, its little joys and pleasures.

We try to impress upon each one the reasonable certainty that well-doing brings its reward, and that wrong-doing means an ultimate curtailing of some cherished pleasure or privilege. The love of approbation so universally shown by these children is a prime factor in our scheme of discipline and management. No corporal punishment is administered.

To keep our charges healthy, happy and out of mischief, occupation and recreation, in proper proportion, must be provided for every hour in the day. A busy boy is generally a good boy. Every boy and girl in good bodily health has some regular daily work assigned them, according to their age, size and capacity, and this work is often changed, to make them familiar with different kinds of work. This duty may be very simple, and very likely could be much better performed by some one else, or it may be a half or full day's work in the garden, workshop, kitchen or elsewhere. Sunday, the one day of leisure, is the only day when it is at all difficult to keep our boys and girls happy and out of mischief.

Aside from the immediate disciplinary and educational value of work, the only possible way that a feeble-minded person can be fitted to lead a

harmless, happy and contented existence after he has grown to adult life is by acquiring in youth the capacity for some form of useful work.

The boys take great interest in the farm and garden work. They have picked thousands of loads of stone from our fields and carted them off for use in roadmaking. They do all the harrowing and cultivating. They do all of the weeding and nearly all of the hoeing in our large garden. The truck team, collecting and delivering supplies between the different buildings, takes the entire time of two boys. Other boys assist the baker, carpenter and engineer. One class of boys devote all their time to painting, doing as good work as we could hire done. Several boys, proudly uniformed with red caps, serve as errand boys. The shoes of our thirteen hundred inmates are kept in repair entirely by the work of the boys. They do all of the printing of stationery, blanks, circulars, etc., for the school. The boys also do much of the housework in the buildings where they live. The girls are kept just as busy. In the laundry they learn to wash, iron and fold clothes. They do much of the sewing, mending and darning for our large household. Much of the children's clothing is made in our sewing-rooms by our girls. Relays of willing helpers keep our eleven sewing machines busy from morning until night. Every girl at all bright is expected to keep her own clothing in repair. They are taught to wash dishes, make beds, wash windows, polish floors, sweep, dust, etc. In the domestic science room classes of girls receive accurate instruction in ordinary housework. They are taught to wash dishes, to make a fire in the kitchen range, to brush the stove, to wash a potato, to properly boil or bake a potato, to prepare other vegetables, to cook a beefsteak or other meat, to make bread and even cake, to lay a table and to properly serve a meal. Some of the advanced classes will cook an entire dinner; one pupil builds the fire, one makes the soup, another cooks the vegetables, another the meat, dessert, etc.; one lays the table, and finally one waits on the table while the rest of the class sit down and enjoy the meal they have prepared. This class work is directly applied in the domestic economy of the school. The pupils who do the best work in the class room are promoted to apply their acquired skill in the various kitchens and dining rooms, to their very great pride and satisfaction. Some of them have developed a good deal of skill in simple cookery. Nearly all have ceased to regard kitchen work as mere drudgery. The older girls and women are of great assistance in the care of the feeble and helpless children. The instinctive feminine love for children is relatively quite as marked with them as with normal women. A newly admitted child is at once eagerly adopted by some one. The affection and solicitude shown for the comfort and welfare of "my baby" are often quite touching. This responsibility helps wonderfully in keeping this uneasy class happy and contented. Without this cheerfully given service we

could not well care for the large number of helpless and feeble children in our asylum department without a largely increased number of paid attendants.

Each ward or family of about twenty children has its separate and distinct playground in the shady grove. All of these playgrounds are equipped with swings, hammocks, tilt boards, sand-gardens, croquet sets, etc. Each group of children spends part of each day in their playground, accompanied by the attendant, who directs and assists in their games and sports.

In the living-room of every family is a liberal supply of bright-colored building blocks, picture books and playthings of every sort. Every little girl has a doll of her own. These toys are always accessible, and the children are encouraged to use them as much as possible. The playthings are provided not as luxuries, but as necessities, if we wish to approximate normal mental development. A recent writer well says: "To acquire alert minds, children must be alert; and the young child can be alert only as his play instinct is aroused. Shut out the play instinct, and you stunt his growth; neglect to draw it out, and you lessen his possibilities for strength."

Every boy or girl of suitable physical health is supposed to own a sled. Our fine hills afford splendid facilities for coasting, which are fully utilized.

At least once a week during the school year some evening entertainment is provided for the children, consisting of concerts, readings, school exhibitions, tableaux, minstrel shows, a masquerade ball, dramatic performances and stereopticon exhibitions. These entertainments are gotten up by the officers and employees, usually assisted by some of the children. The school now owns a fine stereopticon apparatus, and nearly a thousand carefully selected lantern slides. These magic-lantern pictures vividly illustrate the principal physical features of the world and the many phases of human life and its varied interests. The pictures are greatly enjoyed by the children, and give them much real knowledge of the great world outside.

The most effectual means of discipline or correction for misdemeanor or waywardness is to send a child early to bed while his fellows are enjoying one of the entertainments.

Among our resources in the way of recreation is the "Zoo," our collection of domestic animals and other pets, including goats, sheep, a calf, a pig, rabbits, guinea pigs, white mice, squirrels, hens, chickens, ducks, geese, turkeys, pigeons, turtles, frogs and even snakes. This collection is a never-failing source of pleasure and instruction for the children. It really forms a very important part of our school object collection, as the different animals are actually taken into the schoolrooms as living texts for encouraging attention and observation, the exercise of the special senses, and developing the power of speech.

The regular holidays are observed in the most approved and thorough manner. The 4th of July is celebrated with all the noise and pomp of the most ambitious village. In the morning there is a parade of antiques and horrors, followed by a formal and dignified procession made up of four military companies, the baseball nines and the firemen, headed by the drum corps, all in uniform, who make a tour of the different buildings, where the children enthusiastically and vociferously greet them with the noise of tin horns, torpedoes and firecrackers. Then all the children, officers and teachers fall in the rear of the procession and march to the lawn, where a picnic dinner is served, consisting of sandwiches, cake, ice cream, fruit and lemonade, — all in great abundance. In the afternoon the entire family adjourns to the campus to witness a long programme of athletic sports. This includes a baseball match, tug-of-war contest, running, hurdle and other races, etc.; in fact, the conventional New England 4th of July celebration. The eager contestants in the games and races are the boys and even some of the girls, who have been in training for a long time beforehand. The winners are rewarded with glittering badges, which are carefully preserved and proudly worn for a long time afterwards. In the evening a good display of fireworks ends the festivities of the day.

At Christmas the hall is gaily decorated with evergreens and bunting, and every child receives several presents from the Christmas tree.

LAWS RELATING TO THE MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED.

ACTS OF 1850, CHAPTER 150.

AN ACT TO INCORPORATE THE MASSACHUSETTS SCHOOL FOR IDIOTIC AND
FEEBLE-MINDED YOUTH.

Be it enacted, etc., as follows:

SECTION 1. S. G. Howe, Samuel May, Stephen Fairbanks, their associates and successors, are hereby made a corporation, by the name of the Massachusetts School for Idiotic and Feeble-minded Youth, for the purpose of training and teaching such persons, with all the powers and privileges and subject to all the duties, restrictions and liabilities set forth in the thirty-eighth and forty-fourth chapters of the Revised Statutes.

SECTION 2. Said corporation may hold, for the purpose aforesaid, real estate not exceeding in value one hundred thousand dollars and personal estate the income of which shall not exceed ten thousand dollars. [*Approved April 4, 1850.*]

ACTS OF 1909, CHAPTER 504, SECTIONS 95-97.

SECTION 95. Annual appropriations, in addition to unexpended receipts, shall be made for the maintenance of each of the institutions mentioned in section fourteen and the Massachusetts School for the Feeble-minded. All accounts for the maintenance of the above-named institutions shall be approved by the trustees and filed with the auditor of accounts at the end of each month, and shall be paid out of the treasury of the commonwealth. Full copies of the pay rolls and bills shall be kept at each institution, but the originals shall be deposited with the auditor of accounts as vouchers.

SECTION 96. All money received by said hospitals, asylums and other institutions shall be paid into the treasury of the commonwealth as often as once in each month. The receipts from each institution shall be placed to its credit, and shall be used for its maintenance during the following year.

SECTION 97. The provisions of the two preceding sections shall not affect the powers of the trustees of said institution under the provisions of section sixteen of this act or of chapter one hundred and fifty of the acts of the year eighteen hundred and fifty, and acts in amendment thereof, nor their right to regulate or control the expenditure of any funds held by them under the provisions of said acts.

ACTS OF 1914, CHAPTER 427.

SECTION 1. The sums hereinafter mentioned are appropriated for the maintenance of the Massachusetts School for the Feeble-minded, for the fiscal year ending on the thirtieth day of November, nineteen hundred and fourteen, to wit: —

From the receipts of said school now in the treasury of the commonwealth the sum of eighteen thousand four hundred forty-three dollars and forty-one cents; and from the treasury of the commonwealth from the ordinary revenue, a sum not exceeding two hundred eighty-eight thousand five hundred fifty-six dollars and fifty-nine cents.

For the city of Waltham for the annual assessment due from the commonwealth toward maintaining and operating a system of sewage disposal at the Massachusetts School for the Feeble-minded, the sum of eight hundred twenty dollars and eighty-nine cents, as provided in section three of chapter eighty-three of the acts of the year eighteen hundred and ninety three.

SECTION 2. This act shall take effect upon its passage. [*Approved April 28, 1914.*]

RESOLVES, 1914, CHAPTER 126.

Resolved, That there be allowed and paid out of the treasury of the commonwealth from the ordinary revenue, a sum not exceeding thirty-five hundred dollars, to be expended under the direction of the trustees of the Massachusetts School for the Feeble-minded, for the erection and furnishing of a wooden cottage at the Templeton Colony, for fifteen additional patients. [*Approved June 25, 1914.*]

ACTS OF 1909, CHAPTER 504, SECTIONS 59–65, 82.

SECTION 59. There shall be six trustees on the part of the commonwealth, of the Massachusetts School for the Feeble-minded, one of whom shall annually be appointed by the governor, with the advice and consent of the council, for a term of six years.

SECTION 60. The annual appropriation for the support of said school shall be made upon condition that the board of trustees shall

be composed of twelve persons, six of whom shall be appointed by the governor, with the advice and consent of the council; and that the said school shall be subject to the same supervision of the state board of insanity as are the state hospitals for the insane. The trustees of said school shall annually prepare and send to the state board of insanity a written or printed report of its proceedings, income and expenditures, properly classified, for the year ending on the thirtieth day of November, stating the amount appropriated by the commonwealth, the amount expended under such appropriation, the whole number and the average number of inmates, the number and salaries of officers and employees, and such other information as the board may require.

SECTION 61. The Massachusetts School for the Feeble-minded and the Wrentham state school shall each maintain a school department for the instruction and education of feeble-minded persons who are within the school age or who in the judgment of the trustees thereof are capable of being benefited by school instruction, and a custodial department for the care and custody of feeble-minded persons beyond the school age or not capable of being benefited by school instruction.

SECTION 62. Persons received by the Massachusetts School for the Feeble-minded and by the Wrentham state school shall from time to time be classified in said departments as the trustees shall see fit, and the trustees may receive and discharge pupils at their discretion, and may at any time discharge any pupil or other inmate and cause him to be removed to his home or to the place of his settlement.

SECTION 63. If upon application in writing, a judge of probate finds that a person is a proper subject for the Massachusetts School for the Feeble-minded or the Wrentham state school, he may commit him thereto by an order of commitment directed to the trustees thereof, accompanied by the certificate of a physician, qualified as provided in section thirty-two, that such person is a proper subject for said institution.

SECTION 64. The trustees of said institutions may at their discretion receive, maintain and educate in the school department, any feeble-minded person from this commonwealth, gratuitously or otherwise, upon application being made therefor by the parent or guardian of such person, which application shall be accompanied by the certificate of a physician, qualified as provided in section thirty-two, that such person is deficient in mental ability, and that in the opinion of the physician he is a fit subject for said school. Special pupils may be received from any other state or province at a charge of not less than three hundred dollars a year. The trustees may also at their discretion receive, maintain and educate in the school department other feeble-minded persons, gratuitously or upon such terms as they may determine.

SECTION 65. If an inmate of the Massachusetts School for the Feeble-minded or the Wrentham state school shall have reached the

limit of school age or in the judgment of the trustees shall be incapable of being further benefited by school instruction, or if the question of the commitment to or continuance in either of said schools of any inmate, including inmates who may have been transferred from one department of such school to another, under the provisions of section sixty-two, is in the opinion of the trustees and of the state board of insanity a proper subject for judicial inquiry, the probate court for the counties of Middlesex and Norfolk, respectively, upon the petition in writing of said trustees, or of said board or of any member of either body, and after such notice as the court may order, may, in its discretion, order such inmate to be brought before the court, and shall determine whether or not he is a feeble-minded person, and may commit him to such school or either department thereof, or may order him to be discharged therefrom.

SECTION 82. The price for the support of inmates, other than state charges, of the institutions mentioned in section fourteen, and of the Massachusetts School for the Feeble-minded, shall be determined by the trustees of the respective institutions. The price for the support of state charges shall be determined by the state board of insanity at a sum not exceeding five dollars per week for each person, and may be recovered by the treasurer and receiver general from such persons if of sufficient ability, or from any person or kindred bound by law to maintain them. The attorney-general shall upon the request of said board bring action therefor in the name of the treasurer and receiver general.

FORMS OF APPLICATION.

[Form of application for admission of pupil in school department.]

The Commonwealth of Massachusetts.

To the Trustees of the Massachusetts School for the Feeble-minded.

RESPECTFULLY REPRESENTS of that he is
the ¹ father — mother — guardian — or of of ,
county of and The Commonwealth of Massachusetts, and
that said is deficient in mental ability, and is
a proper subject for a school for the feeble-minded;

WHEREFORE, he requests the trustees of said school to admit the
said as a pupil in the school department
of said school, in accordance with section 64, chapter 504, Acts of 1909.

Dated this day of , 19 .

To the Trustees of the Massachusetts School for the Feeble-minded.

I, the undersigned, hereby certify that I am a graduate of a legally
chartered medical school or college; that I have been in the actual
practice of medicine for three years since said graduation and next
preceding the signing of this certificate; that I am duly registered in
accordance with the provisions of chapter 76 of the Revised Laws; and
that I have examined with care and diligence
of , county of , and The Com-
monwealth of Massachusetts, and find that said is
mentally deficient, and in my opinion is a proper subject for the
Massachusetts School for the Feeble-minded.

Dated at this day of M.D. 19 .

¹ Strike out words not required.

[Form for commitment of patient in custodial department.]

The Commonwealth of Massachusetts.

To the Honorable the Judges of Probate in and for the County
of

RESPECTFULLY REPRESENTS a resident of
in said county, that he is the ¹ father — mother — guardian — or
of residing in in said county,
and that said is a proper subject for a
school for the feeble-minded:

WHEREFORE, he prays that said _____ may be committed to the Massachusetts School for the Feeble-minded.

Dated this _____ day of _____, 19____.

To the Honorable the Judges of Probate in and for the County
of

I, the undersigned, hereby certify that I am a graduate of a legally chartered medical school or college; that I have been in the actual practice of medicine for three years since said graduation and next preceding the signing of this certificate; that I am duly registered in accordance with the provisions of chapter 76 of the Revised Laws; and that on the _____ day of _____ A.D. 19____, I examined with care and diligence _____ residing in _____, county of _____, and The Commonwealth of Massachusetts, and find that said _____ is mentally deficient, and in my opinion is a proper subject for the Massachusetts School for the Feeble-minded.

Dated at _____ this _____ day of _____, 19____. M.D.
ss. _____ 19____.

Then personally appeared _____ and made oath that the foregoing certificate, by him subscribed, is true.

Before me,

Justice of the Peace.

Massachusetts School for the Feeble-minded. The post-office address is Waverley, Mass. Telegrams should be sent to Waverley. Clematis Brook is the nearest railroad station. A public carriage may be found at Waverley Station.

¹ Strike out words not required.

The Commonwealth of Massachusetts.

To the Trustees of the Massachusetts School for the Feeble-minded.

WHEREAS, upon the petition of praying for the commitment of to the Massachusetts School for the Feeble-minded, it has been made to appear to me that is a proper subject for said school;

NOW, THEREFORE, you, the trustees of said school, are hereby commanded, in the name of The Commonwealth of Massachusetts, to receive the said , and to care for h according to law.

Witness my hand at this day of , in the year of our Lord one thousand nine hundred and .

Judge of Probate for County of .

TERMS OF ADMISSION.

Persons applying for admission of children must fill out and return certain blanks, copies of which will be forwarded to any address on application to the superintendent.

Candidates for admission must be over six years of age. The best age for training and instruction is between eight and twelve.

This institution is not intended for epileptic or insane children. None such will be retained, to the exclusion of more improvable subjects.

Any suitable person may be admitted, on such terms as the trustees may determine, according to the responsibilities and difficulties in each case. Payments are to be made quarterly, in advance, or sufficient surety therefor given. Private pupils will be required to observe strictly all the rules and regulations of the institution.

The children of indigent parents in Massachusetts may secure gratuitous admission in accordance with the law.

Children must come to school well provided with plain, strong clothing for summer and winter. The clothing must be renewed by the parents as needed. Children who tear their clothing must be provided with garments made expressly for them, and of such form and texture as may not be easily torn. Only common mending will be done at the expense of the institution. All the articles of clothing must be marked with the **FULL NAME** of the owner. Sufficient surety will be required for the clothing of the children, and their removal whenever they may be discharged.

Boys should be furnished with two full suits of strong outer clothing, two undershirts, three nightshirts, two pairs of drawers, four pairs of socks, six handkerchiefs, two colored cotton shirts, two collars, two hats or caps, two pairs of shoes and one pair of mittens.

Girls should have three dresses (two wash dresses), two colored cotton skirts, two colored flannel skirts, four colored aprons, two white aprons, two undervests, three pairs of drawers, two underwaists, three nightdresses, four pairs of stockings, six handkerchiefs, two collars, two pairs of strong shoes, one pair of rubbers, one hat, one hood, one shawl or cloak and one pair of mittens.

The post-office address of the school is **WAVERLEY**.

For further particulars, apply in person or by letter to the superintendent.

WALTER E. FERNALD, M.D.

RULES AND REGULATIONS.

TRUSTEES. — A meeting of the trustees shall be held quarterly.

QUORUM. — The presence of three members shall constitute a quorum

VISITING COMMITTEE. — The trustees in turn visit the institution, one each week, and meet quarterly at the school.

The trustee making the weekly visit shall examine the state of the institution; the condition, etc., of the pupils, and of all the rooms in the establishment; and receive and examine any report of the superintendent and make a record of his visit and impressions.

He may report on the state and condition of the institution at any quarterly meeting of the trustees.

AUDITOR. — An auditor shall be appointed annually. He shall examine all the accounts of the institution and treasurer. He shall aid the treasurer in the investment of any funds belonging to the institution; and no money shall be paid out by the treasurer without his order.

SUPERINTENDENT. — It shall be the duty of the superintendent to reside at, and give his whole time to the service of the institution.

In addition to his duties under the by-laws of the corporation he shall select and employ all subordinate officers, teachers, assistants and servants of the institution, subject to the approval of the executive committee and shall consult the executive committee before making any material changes in the administration of the institution.

He shall have the general superintendence of the whole institution, and have charge of all the pupils, and direct and control all the persons therein, subject to the regulation of the trustees.

He shall regulate the diet, regimen, exercises and employments, and the whole course of the education and training of the pupils.

He shall, from time to time, give to all persons employed in the institution such instructions as he shall deem best to carry into operation all the rules and regulations of the same; and he shall cause such rules and regulations to be strictly and faithfully executed.

He shall make a record of the name, age and condition, parentage and probable cause of deficiency of each pupil, and of all the circumstances that may illustrate his or her condition or character; and also keep a record, from time to time, of the progress of each one.

He shall purchase fuel, provisions, stores and furniture, and shall be responsible for the safe-keeping and expenditure thereof: *provided, however,* that if the trustees think it best to appoint a steward, he shall perform these duties with the concurrence of the superintendent.

He shall collect and receive all the moneys due from the pupils, and deposit the same with the treasurer.

He shall keep a separate account with each one of the pupils, or with the parents or guardians of such of the pupils as are not beneficiaries of Massachusetts, charging them with all expenses of board, instruction, etc., and with all the money expended for clothing and other necessities, or proper indulgences.

He shall make quarterly reports to the trustees of the condition of the institution, and make such suggestions as he may think the interest of the institution requires.

He shall prepare for the trustees and the corporation an annual report, in which he will show the history, progress and condition of the institution, and the success of the attempts to educate and improve the feeble-minded youth.

The teachers, assistants and pupils will be under the immediate direction of the superintendent, and no orders shall be given to them except through him.

No officer, assistant or pupil can absent himself from the institution without the permission of the superintendent.

The hours for work, for exercise, for study and for recreation being established by the superintendent, each teacher, assistant and pupil will be expected to conform strictly to them.

MATRON. — The matron, under the direction of the superintendent, shall have charge of the house.

She shall enforce the rules and regulations of the trustees, and see that order and good conduct prevail in every part of the establishment.

If improper conduct is observed in any subordinate or inmate, she shall report the same to the superintendent.

VISITORS. — Persons may visit the institution under such regulations as the trustees and superintendent shall establish.

TOBACCO. — The use of tobacco, either in smoking or otherwise, is prohibited in the institution.

BY-LAWS OF THE CORPORATION AND TRUSTEES OF THE MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED.

ARTICLE I. — TITLE.

The corporation shall be composed of the persons named in "An Act to incorporate the Massachusetts School for the Feeble-minded," and such persons as may be elected members by ballot at any legal meeting.

ARTICLE II. — MEETINGS.

There shall be an annual meeting of the corporation on the second Thursday of December in every year, at which the following officers shall be chosen by ballot, namely: a president, a vice-president, six trustees, a treasurer, and a secretary, to serve until the next annual meeting, or until others are chosen and qualified in their stead: *provided, however*, that if, from any cause, the officers should not be elected at the annual meeting, they may be elected, or any vacancy filled, at any other meeting, regularly notified for the purpose.

ARTICLE III.

Notice of the annual meeting shall be given by the secretary, by sending a written or printed notice to each member of the corporation.

ARTICLE IV.

The president, or, in his absence, the vice-president, shall preside at all meetings of the corporation; and, in the absence of both, a president shall be chosen for the meeting.

ARTICLE V.

The secretary shall call a special meeting of the corporation on the requisition of the Board of Trustees, or of any ten members of the corporation, notice being given as for the annual meeting.

ARTICLE VI. — TRUSTEES.

The Board shall be composed of six persons chosen according to the second article, and of six persons appointed by the Governor and

Council of the State of Massachusetts, as provided in the resolve passed by the Legislature and approved June 18, 1886.

It shall be the duty of the Board of Trustees to meet once a quarter. Three shall form a quorum for ordinary business, but a majority of the whole shall be required for a quorum, at any meeting, to act upon the transfer of real estate or other property. They shall have power to take any measures which they may deem expedient for encouraging subscriptions, donations and bequests to the corporation; to take charge of all the interests and concerns of the school; to enter into and bind the corporation by such compacts and engagements as they may deem advantageous; to make such rules and regulations for their own government and that of the school, and not inconsistent with these by-laws, as may to them appear reasonable and proper, subject, however, to be altered or annulled by the corporation.

They shall annually appoint a superintendent, who shall nominate for their acceptance all necessary officers, assistants and servants, with such compensation as they may deem proper. They shall cause to be kept a fair record of all their doings, which shall be laid before the corporation at every meeting thereof; and at every annual meeting they shall make a report in writing on the accounts of the treasurer of the corporation and of the treasurer of the institution, and of the general state of the institution, comprising a statement of the number of persons received into and discharged from the same, the condition of the pupils, and an inventory of all the real and personal estate of the corporation.

ARTICLE VII. — SECRETARY.

It shall be the duty of the secretary to notify and attend all meetings of the corporation and the trustees, and to keep a fair record of their doings; and to furnish the treasurer of the corporation and the superintendent of the corporation with a copy of all votes of the corporation or of the trustees respecting the payment of money to be made by them.

ARTICLE VIII. — TREASURER.

It shall be the duty of the treasurer of the corporation to receive and have the custody of all moneys and securities belonging to the corporation, which he shall keep and manage under the direction of the trustees. He shall pay no moneys but by their order, or the order of the committees duly authorized. His books shall be open to the inspection of the trustees. He shall make up his accounts to the thirtieth day of November each year, together with an inventory of all the real and personal estate and of the debts due to and from the corporation, and present the same to the corporation at their annual meeting. He shall give such bonds for the faithful discharge of his duties as the trustees shall, from time to time, require.

ARTICLE IX. — SUPERINTENDENT.

The superintendent, appointed as above, shall act as treasurer of the institution, receiving and disbursing, under the direction of the trustees, all moneys appropriated by the Commonwealth for its maintenance and development, and all moneys accruing from its operation; and shall give such bond for the faithful discharge of his duties as the trustees shall from time to time require, the expense of such bond to be paid from the maintenance funds of the institution.

ARTICLE X. — ALTERATIONS.

These by-laws may be altered at any annual meeting of the corporation, by vote of two-thirds of the members present.

NOTICE.

MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED.

The Massachusetts School for the Feeble-minded is located at Waltham, near the Clematis Brook station of the Fitchburg Division of the Boston & Maine Railroad, and about one mile from the Waverley stations of the Fitchburg and Massachusetts Central divisions. The railroad fare from Boston to Clematis Brook is twenty cents each way. The distance from Boston is eight miles.

Electric cars from the Park Street station of the Cambridge subway directly connect at Harvard Square with surface cars for Waverley, with a five-cent fare. Electric cars leave Waverley station for Waltham every half hour, passing the entrance to the school grounds. A public carriage may be found at the Waverley station; fare, twenty-five cents. Clematis Brook is the nearest railroad station, but there is no public carriage at this station.

The post-office address is Waverley, Mass. Telegrams should be sent to Waverley. Express packages should be sent to Waverley. Packages for the children should be addressed to the school at Waverley. Always put the child's name on the outside of the package.

The school is open to the parents and friends of the patients on every day of the week, and to the public on every day except Sunday.

TEMPLETON COLONY FOR THE FEEBLE-MINDED.

The Farm Colony of the Massachusetts School for the Feeble-minded is located in the town of Templeton. The colony is about three miles from the Baldwinville station of the Fitchburg division of the Boston & Maine Railroad; it is about two miles from the Templeton station of the Ware River division of the Boston & Albany Railroad. The distance from Boston to Baldwinville is seventy-one miles, and the railroad fare is \$1.71 each way.

The cars of the Athol & Gardner electric line go within one-half mile of the colony.

A public carriage may be found at the Baldwinville station.

The post-office address is Baldwinville. The telegraph address is Baldwinville. Express packages should be sent to Baldwinville. Packages for the boys at the colony should be addressed to the school at Baldwinville, and the boy's name should always be put on the outside of the package.

